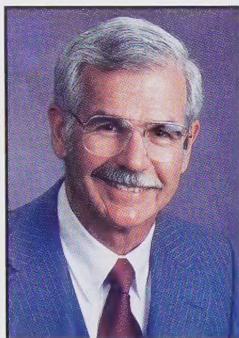


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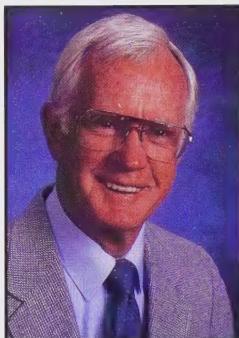


**A Report on the State of the City  
Redding, California  
January 1993**

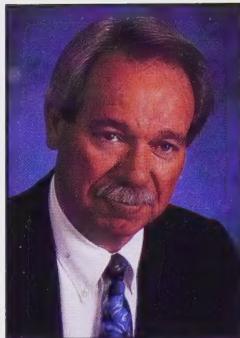
# City Council



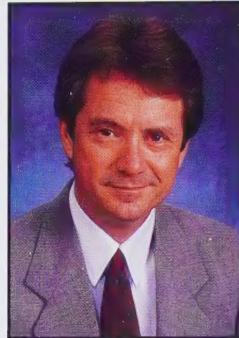
**Council Member**  
**Bob Anderson**  
Elected 1970,  
1974, 1992



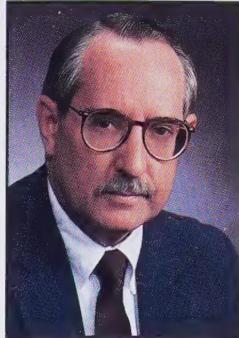
**Vice Mayor**  
**Carl Arness**  
Elected 1990



**Mayor**  
**Charlie Moss**  
Elected 1990



**Council Member**  
**Mike Dahl**  
Elected 1986, 1990



**Council Member**  
**David Kehoe**  
Elected 1992

Fellow Citizens of Redding:

As you are already aware, 1992 was a year of unprecedented challenges for the City of Redding and, for that matter, governmental agencies throughout our country. A relentless recessionary economy, coupled with continued population growth in Redding, put tremendous pressure on our City resources, and our ability to meet the critical needs of our community.

The following pages of this report outline how the City of Redding reduced its 1992-93 General Fund budget by more than \$6 million from the previous year. Given the many fixed costs of providing services, that is an extraordinary reduction of nearly 20 percent. To the degree possible, these budget cuts were accomplished with minimum impact on the existing service levels the community has come to expect. At the same time, the City worked to meet the expanding service demands that are inevitable in a growing community.

Fiscal challenges such as those faced in 1992 provide an excellent opportunity to reevaluate the way the City operates. This was certainly true during the past year. We, your City Council, working closely with City staff, made some tough choices in order to maintain a balanced budget. More than at any time in recent memory, we had to weigh carefully the financial and operational impacts of virtually every decision. This budgetary crisis, though painful, will tend to make us stronger in the long run.

As always, we are ready to move forward to see what the future holds for the City of Redding. Now, more than ever, we need your help in determining the shape of that future. Together we have been through this year of economic difficulty and are emerging ready to meet the challenge of making Redding the best that it can be.

Your City Council,

*Robert C. Anderson*  
*Carl Arness*

*Mike Dahl*  
*David Kehoe*

# Facing financial challenges

NOV 15 1993

UNIVERSITY OF CALIFORNIA

As with the rest of the country, economic issues were by far the dominant theme for the City of Redding during the past year. Like most public agencies — and many private ones — the City spent much of 1992 responding to budget shortfalls and trying to make resources stretch to meet ever-growing needs for service. Though the task of budgeting stretched throughout the entire year, the time certainly was not wasted. The rather daunting fiscal challenges faced by the City of Redding provided an ideal opportunity to take a close look at City services with an eye to ensuring that they are delivered in the most cost-effective way possible.

After experiencing record growth that seemed to defy the emerging national recession in 1990 and early 1991, Redding first began feeling the effects of an economic slowdown about 10 months into calendar year 1991. Faced with lower-than-anticipated sales and property tax revenues, coupled with continuing population growth, the City of Redding began taking steps in November 1991 to reduce expenditures to meet revenues. By January 1992, the City Council had reduced the 1991-92 General Fund budget by about \$1.2 million. It became obvious at the time, however, that preparing the 1992-93 budget was going to be a difficult process.

During the spring and summer of 1992, the City Council, working with City staff, labored to balance the 1992-93 financial plan without dismantling the organization's long-term ability to provide quality services to Redding residents. The task was a formidable one, and in the end the General Fund budget was reduced more than \$6 million (nearly

20 percent) from the previous year. The adopted 1992-93 General Fund budget provides for expenditures of \$30.1 million, which compares to \$36.5 million in the 1991-92 fiscal year. The cuts were made in a variety of ways, including a hiring freeze and other measures to

contain personnel costs; reduction in the capital improvement program; and deferment of some capital maintenance items. The City's total budget for 1992-93 was \$108.4 million, which is down \$11.2 million from the previous year's budget. In addition to the largely tax-based General Fund, the City's overall budget includes user fee-supported Enterprise Funds (that are much like separate businesses) and Internal Service Funds that provide for services to other departments within the City of Redding organization (i.e. fleet maintenance).

*Figure A shows the resources that make up the City's General Fund, while Figure B shows what the funds are used for.*

In addition to the difficult budget reductions referenced above, an additional cut of nearly a half-million dollars was required after the budget was adopted in response to action by the State of California. In balancing its 1992-93 budget, the State diverted several traditional city revenues for its own purposes. The State take-away forced further cuts in the City's

already-battered General Fund.

All City functions that are paid for through the General Fund were affected by the budget reductions, although the cuts were more pronounced in some areas than in others. As Figure C demonstrates, the Public Works Department was hardest hit, with

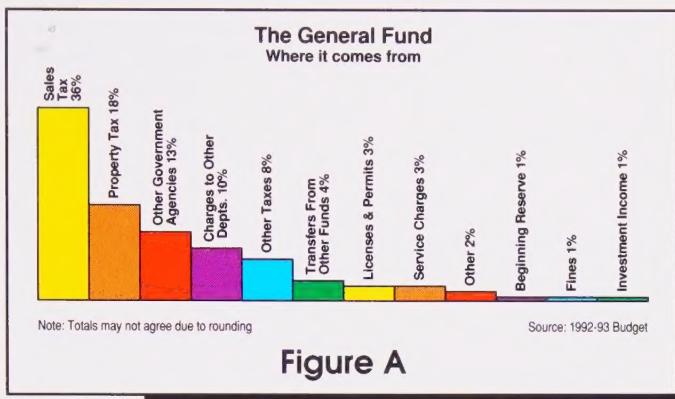


Figure A

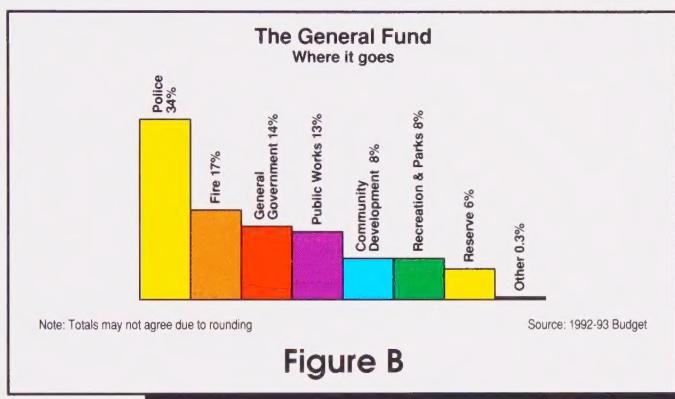


Figure B

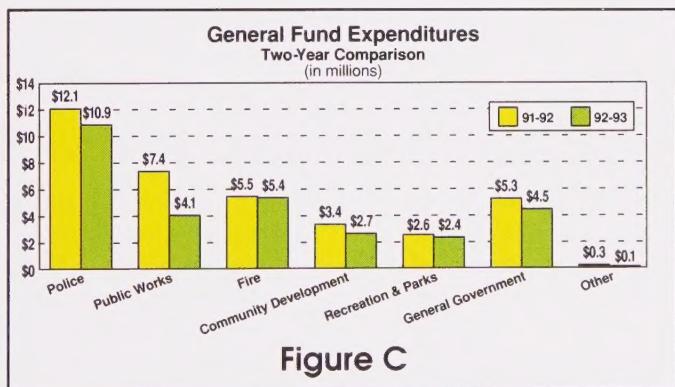


Figure C

# Facing financial challenges

its budget being reduced by about \$3 million. This was due to the fact that new capital projects were among the first cuts to be made and various maintenance projects had to be deferred. Funding for these capital and maintenance projects will need to be restored as soon as possible, however, to ensure that the City's infrastructure (streets, sidewalks, buildings, underground pipelines, etc.) continues to serve the community well.

In the face of these reductions, however, the City maintained essential municipal services such as police protection, fire protection and recreation services without resorting to new taxes or fees. The General Fund contingency reserve also was augmented as a buffer against future reductions that could be necessary depending upon the economic picture and future State actions. With the population still growing at about 4 percent each year, making provision for quality municipal services represents an ongoing challenge. As Figure D indicates, the City of Redding is spending less per resident for General Fund purposes than at any time during the past three decades when the figures are adjusted for inflation. There also are fewer City employees per 1,000 residents than at any time during the past 30 years (see Figure E).

The City of Redding has worked diligently to stretch its resources during these financially difficult times. During the past two years, for instance, the City has contracted with a firm that monitors the City's sales tax receipts to ensure that Redding receives its proper sales tax allocation from the State. No one pays any additional tax as a result of this work, but since 1990 the City of Redding General Fund has benefitted by about \$275,000 that would have mistakenly been allocated to another city or county. A similar audit of the City's property tax allocation is also being performed to determine if the City is receiving its share of that important revenue source. The City also has stepped up its efforts during the past year to make sure all businesses within the City

are properly licensed. This not only provides revenue to the City, but also helps to ensure all businesses are on equal footing with regard to license compliance. The City Treasurer's Office has maximized the return on City investments while at the same time keeping risk to a minimum. During 1992 the Treasurer's Office let out a bid for banking services, ending up with a contract that will save more than \$15,000 each year.

In addition to the many budget cuts referenced above, the City is continuing to work at cost reductions wherever feasible. For instance, discussions with Shasta County and the City of Anderson are under way to determine areas in which consolidation and cooperation may produce economies. The City is also exploring the possibility of the additional privatization of services in which there could be corresponding cost reductions. For example, in the area of fleet maintenance, a combination of internal reorganization and the use of private card-lock fuel vendors instead of City-owned fuel tanks is expected to provide an annual savings of about \$200,000 for the City.

While there is certainly no guarantee that the City's financial difficulties are past, there were strong indications during the latter part of 1992 that economic growth was beginning. If this growth continues, and through continuing efforts to contain costs and make the best use of resources, the City will continue to be a stable and reliable provider of quality public services.

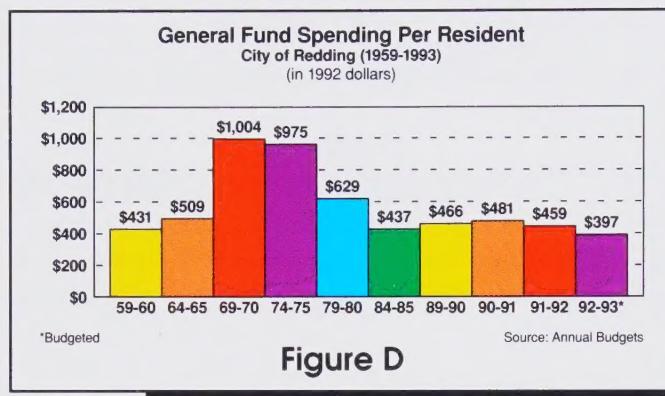


Figure D

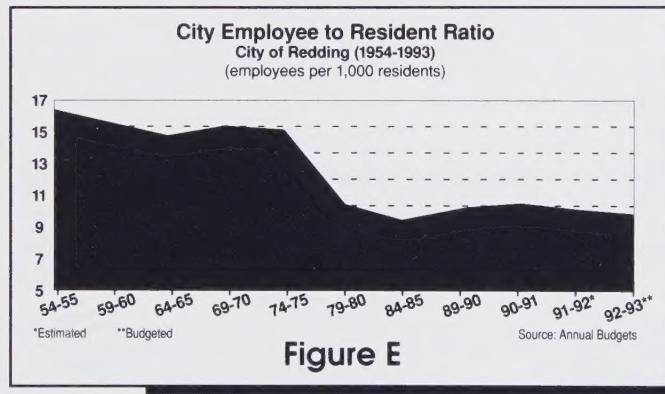


Figure E

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# Delivering quality services

The primary purpose of the City of Redding is to deliver essential services to its citizens. Of course it is one thing to simply provide services and quite another to provide these services with excellence. The City of Redding continually strives to provide services of the best quality possible within the resources available. During times when resources are scarce, the City's service levels necessarily are affected. An extraordinary amount of effort was put forth during the past year, however, to minimize the adverse effects on City services.

The City of Redding's public services can be broadly categorized in two groups: *General Fund* functions that are funded primarily through the local tax base, and *Enterprise Fund* functions that are funded through user fees. Services that are provided through the General Fund include police and fire protection, parks and recreation, planning and building regulation, street maintenance and general government administration. Enterprise Fund activities include the electric, water, wastewater and solid waste utilities, the Convention and Visitors Bureau, and the City's two airports.

On the pages that follow are brief accounts of the accomplishments, challenges and outlook for the many distinct services provided by the City of Redding.

## Police Protection

Providing for the safety of its citizens is perhaps the primary responsibility of the City of Redding. The Redding Police Department has long been a source of pride for the community as it has remained on the cutting edge of modern law enforcement. The department (whenever financially feasible) utilizes the newest technology and methods to respond to the challenges of providing first-rate law enforcement in a growing community.

As a service provided through the General Fund, the Police Department was challenged by a \$1.2-million funding reduction during the past year, as the department's budget was reduced from \$12.1 million in the 1991-92 fiscal year to \$10.9 million in 1992-93. To minimize the impact of budget cuts on services, the department has been putting forth

considerable effort to both contain costs and, whenever possible, recover costs. For instance, the Police Department now works with the City's Finance Department to charge drunken drivers for the costs incurred by both police and fire units due to alcohol-related traffic accidents. The department also has expanded its successful volunteer program to assist paid personnel in providing the best possible service to the community. At this time more than 50 volunteers help with duties such as vehicle maintenance, fingerprint identification and staffing the Crime Prevention Office.

If there is one word that describes the focus of the Redding Police Department, it is *proactive*. The department operates under the premise that preventing crime before it happens is the key to effective law enforcement. Toward this end, the department operates several effective programs that are designed to head off crime. The Crime Prevention Unit, with its thriving Neighborhood Watch and Business Watch programs, is at the forefront of the department's crime prevention activities. Another program in the same vein is the community-based Gang Task Force, which is bringing together members of law enforcement agencies, schools and other interested parties to stop the threat of gang crime before it can get a foothold in the community.

The Redding Police Department is involved

in other cooperative ventures that are not only cost-effective, but will lead to better service. One example is the joint City-County dispatch center that is scheduled to be under construction by the end of 1993 on a site in west Redding. The facility will be responsible for police, fire and medical dispatch for the cities of Redding and Anderson, and the County of Shasta. Also, the same agencies are working together on a computerized joint records system that will allow the immediate sharing of crime records and other information that will assist in law enforcement efforts. Another area of cooperation is

Redding's participation in the Shasta Interagency Narcotics Task Force, which works on drug eradication throughout Shasta County. The



Public Safety Dispatchers are an important part of the City's workforce. In addition to dispatching police calls, they field fire and medical calls. The City is working with Shasta County and the City of Anderson to build a consolidated dispatch center.

(Redding Record Searchlight photo)

# Delivering quality services

department also is active in the DARE (Drug Awareness/Resistance Education) program with area schools.

Making use of technological advances is another important aspect of successful law enforcement, and Redding is working to make use of computerization in many areas. The department's Crime Analysis Unit uses sophisticated computer hardware and software (secured through a State grant) and the latest analytical techniques to uncover patterns of criminal activity in the city. This information is then used to direct patrol resources to where they are most needed. The Crime Analysis Unit also tracks parolees and ex-convicts who committed sex offenses to help ensure they do not continue with criminal activity. Another use of technology is in the area of officer training through the use of the Firearms Automated Training System, which simulates life-size "shoot/don't shoot" scenarios to hone the skills of police officers.

## Fire Protection

Another vitally important safety service provided by the City of Redding is fire protection, which is rendered by the Redding Fire Department. As a service exclusively supported by the General Fund, the Fire Department also has been affected by the funding shortfalls discussed earlier in this report. The department's already-lean budget was the least affected by reductions for the 1992-93 fiscal year. The department's current budget is \$5.4 million, down from \$5.5 million in 1991-92. Recent population growth,

both through annexations and housing construction, has intensified the need for enhancement of the Fire Department. This was the primary focus of the 1991 Fire Task Force, which was commissioned by the City Council to review the department and make recommendations for planning purposes. The Council accepted the report in January 1992, but current funding restrictions have delayed implementation of the recommendations.

Despite the funding limitations, the City of Redding Fire Department has compiled an admirable record of service to the community. A strong indicator of this excellence in service is the City's outstanding Class 3 Fire Rating by the insurance industry. This rating is extremely important, as it helps keep fire

insurance rates low for everyone in the community, particularly businesses. The Fire Department staffs seven stations, located throughout the city, 24 hours a day. Firefighters responded to about 6,000 calls for service during the past year, including about 4,450 calls for medical assistance, 900 fires and 650 false alarms.

The Fire Department also is involved in a number of cooperative efforts with other agencies. One example of this cooperation is the Mutual Threat Zone that has been identified along the Redding city limits. When a fire is reported inside this zone, both the City of Redding and California Division of Forestry (CDF)

respond to suppress the blaze. The City also has a Mutual Aid agreement with nearby fire agencies so that equipment and personnel can be shared immediately whenever one of the agencies has a need. The benefit of this assistance was demonstrated in Redding last summer when a large wildfire between Eastside Road and the Sacramento River near Shasta Primary Care Clinic was extinguished with the help of fire retardant drops from CDF aircraft.

Preventing fires obviously is a major goal of the Fire Department, which uses a variety of methods to do so, such as school education, fire inspections and new construction plan checks. During the past year a retired City fire truck was beautifully restored and will be used in various fire prevention activities.

The restoration was a joint effort with the City providing the vehicle and the Shasta County Fire Prevention Officers providing funding through private donations. The 1963 Van Pelt engine, named "Big Red," will be used in such activities as school presentations and in parades. During 1992, the City's Fire Prevention Bureau made school presentations to more than 5,000 children at 16 schools. The bureau is also responsible for determining the cause of fires and, with the Redding Police Department, investigating cases of arson.

## Transportation Improvement

Developing and maintaining a transportation system that keeps people on the move is a vital



Four generations of City of Redding fire fighting equipment (from left): hose reels from the early 1920s, an American La France engine from 1923, a 1963 Van Pelt pumper called "Big Red," and a 1990 Pierce pumper that is the newest in the City arsenal.

(City of Redding photo)

# Delivering quality services

service provided by the City of Redding. Due to the General Fund cutbacks, the Public Works Department Engineering and Streets divisions had their budget reduced from \$7.4 million in the 1991-92 fiscal year to \$4.1 million for the current year. This reduction was achieved mainly through the deferral of many street maintenance projects. Nevertheless, during the past year several improvements were made to the city street system that not only keep traffic flowing, but also increase motorist safety.

Major improvements were made to Victor Avenue, which has become an important north-south arterial for the growing eastern side of Redding. The final link in the extension of Victor was completed near the end of the year, making the four-lane street complete from Old Alturas Road on the north to Churn Creek Road on the south. Victor also was signalized at the Highway 44 ramps and Mistletoe Avenue. Another signal was under construction at year's end at the intersection of Victor and Hartnell Avenue. Two other signals were completed during 1992 on South Market Street (Highway 273) at Ellis Avenue and Wyndham Lane.

Two major long-term traffic improvements are also moving ahead. The environmental impact report is currently being completed and design should get under way this year on the Diestelhorst Bridge replacement project. As envisioned, a new two-lane bridge will be built across the

Sacramento River connecting Quartz Hill Road and Court Street. The Diestelhorst Bridge, which was constructed in 1915, will be closed to vehicles but will be retained as a historic structure and will be used for pedestrian, bicycle and equestrian purposes. An upgrading of the South Bonnyview Overcrossing of Interstate 5 is also on the drawing board. The project is being jointly developed by the City of Redding, Shasta County and the State Department of Transportation. Although the conceptual design has not been decided yet, at the minimum it is likely to include widening of the overcrossing from two to five lanes, and signalization of the ramps and the intersection of South Bonnyview and Churn Creek roads.

The Redding Area Bus Authority (RABA), a joint public transit agency of the City of Redding and Shasta County, is also moving forward on an important transportation project — the Redding Intermodal Passenger Facility. The design has been submitted to the State Architect's Office for approval and should be under construction this summer. The State-funded \$2.3-million facility will be located near the Amtrak railroad station downtown and will include various transportation services, such as The Ride bus system, taxi stands and senior transportation vans. RABA also is working jointly with the Regional Transportation Planning Agency to develop a Transit Development Plan, which will help shape the future of RABA and other public transit services for the next 20 years.

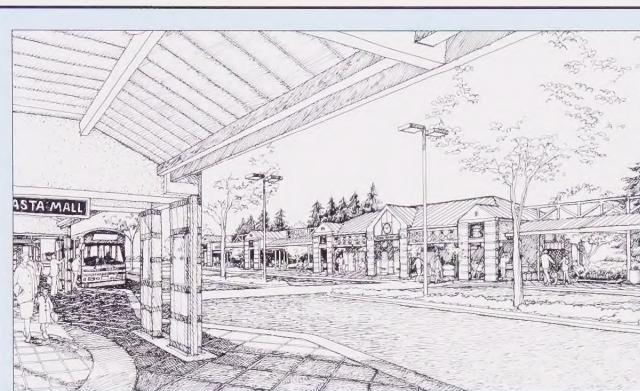
## Recreation & Parks Services

Just as the protection of its citizens and provision of basic transportation infrastructure are important responsibilities of municipal government, the City of Redding also plays a vital role in enhancing the quality of life of the community by offering a wide variety of recreational opportunities. The City's Recreation and Parks Department is charged with the responsibility of building and maintaining the parks system and operating recreation programs, most of which are self-supported through user fees.

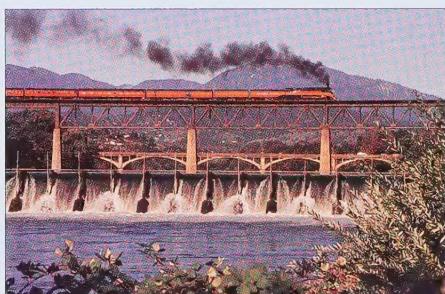
Another function

supported by the General Fund, the Recreation and Parks Department's 1992-93 budget is \$2.4 million, down from \$2.6 million the previous year.

Despite the funding cuts, five neighborhood parks that were paid for by fees on new development were built at locations throughout the City. The parks — Ravenwood Park, Western Oaks Park, Indian Hills Park, Ridgeview Park and Creekside Meadows Park — include lawn areas, basketball courts, picnic tables and play equipment for children. Improvement to the beautiful 7-mile Sacramento River Trail is also under way, including the addition of some small feeder trails. Widening of the main trail for improved capacity and safety will begin this spring.



An artist's rendering of the proposed Intermodal Transportation Facility (above), and a train crossing the Southern Pacific Railroad trestle above the historic Diestelhorst Bridge and ACID Diversion Dam.



(Helen K. Rockwell photo)

# Delivering quality services

During the past year, the City Council made several important decisions regarding major park improvement in Redding. First, was a decision to move forward with the final design of the regional Enterprise Community Park. The 87-acre park, which eventually will include a community center, outdoor amphitheater, tennis courts, walking trails, picnic areas, play equipment, athletic fields, and other amenities, will be located on a site off Victor Avenue along Churn Creek. Second, the City Council authorized the development of a master plan for a city-wide trail system. The plan should be completed this spring. Finally, a decision was made to shift the focus of the proposed Sports Complex away from the Riverside Drive site to an alternate site and to work with a private firm to develop the complex jointly. A similar plan is unfolding with regard to a proposed municipal golf course that could be constructed on the Stillwater Wastewater Treatment Facility site south of Redding Municipal Airport. On both projects, it is anticipated that the private investors who develop the projects would also operate them, with the City sharing in the financial benefits.

In the area of recreation programming, the City hosted another successful National Women's Major Fast Pitch Softball Tournament in August 1992. The tournament drew 27 of the best teams in the country and had a total attendance of about 25,000 spectators. The City also has developed a cooperative effort with Redding schools to conduct much-needed After School Programs. Held at various grade schools in the Redding and Enterprise elementary school districts, the activity programs meet a rapidly growing need for afternoon child supervision after school is out.

## Community Services

The past year was a productive one for the City of Redding Community Services Department, which operates the Redding Convention Center, the Convention and Visitors Bureau, Redding Museum of Art and History, Carter House Natural Science Museum, and now the Redding Community Access Corporation. Over the summer, Community

Access (public access television Channel 28) was moved from the City's Community Development Department to Community Services in an organizational change that was designed to help group similar services together and to take some of the financial load off the City's General Fund. Funding for the Community Services Department comes from two primary sources: the Convention Center, Convention and Visitors Bureau, and Community Access are funded by the Convention and Tourism Fund; while the museums are funded by the City's General Fund. Revenue for the Convention and Tourism Fund comes from the transient occupancy tax, which is paid by people staying at overnight lodging facilities within the city.

One of the exciting accomplishments during the past year in the area of tourism came in August when the Greater Redding Chamber of Commerce named tourism the 1992 Industry of the Year. As part of the award, the City of Redding was presented with a special award from the Chamber that specifically acknowledged the City's leading role in the area of promoting the visitor industry. Also, Steve Gaines, General Manager of the Hilltop Inn and Chairman of the City's Tourism Commission, was awarded the prestigious Virgil Covington Award for his dedication to the tourism industry.

The Convention and Visitors Bureau (CVB) demonstrated its leadership in tourism

promotion in October when it hosted the Regional Tourism Conference at the Redding Convention Center. This was the largest such conference ever, with attendance about 50 percent higher than the previous year. Virtually all areas of far Northern California were represented at the conference.

Convention sales by the CVB continue to grow each year, and 1992 was no exception. For the year, the CVB promoted, assisted and hosted a total of 42 conventions with 26,832 delegates who are estimated to have infused nearly \$14 million into the local economy. Sales

for future years are also strong, with a number of future conventions being booked during 1992.

The Redding Convention Center continues to be



Youth swimming and soccer are among the many recreation opportunities offered through the City of Redding Recreation and Parks Department.

(City of Redding photos)



# Delivering quality services

the central meeting and performance facility in Shasta County. The 2,000-plus seat auditorium is home to a variety of events ranging from country western concerts to symphonies to trade shows. For example, during 1992 Convention Center audiences were treated to a performance of the classic musical "Phantom of the Opera," the magical wonder of David Copperfield and the gala opening concert of the new Redding Symphony.

The past year was another exciting one for both Carter House Natural Science Museum and Redding Museum of Art and History. Highlighting the year was the ground-breaking of a new Museum Park on the Turtle Bay property near the Redding Convention Center. The park, which is being developed by the Alliance of Redding Museums (ARM), is expected to include Carter House, Redding Museum and the Forest Museum. Phase 1 of the project was constructed during the past year and it includes an interpretive forest, a small amphitheater, an office, a classroom and exhibit space for ARM. Phase 2, which involves fund-raising for the permanent facility, is just getting under way. Two studies — on economic feasibility and fund-raising potential — are complete and should provide the road map for financing the ambitious project.

Individually, the City of Redding's two museums continued to offer Redding residents quality scientific and cultural experiences. A highlight for Carter House Natural Science Museum was its sponsorship of The Great American Space & Shuttle Tour at the Mt. Shasta Mall. The exhibit included a 22-foot model of a NASA space shuttle, interactive computer simulations, space videos and an Orbitron amusement ride that simulates the weightlessness of space. Redding Museum of Art and History enhanced its popular Art & Craft Faire by joining forces with Rotary Clubs of Northern California Foundation Against Substance Abuse to hold the faire and the Ducky Derby together. The result was a sizeable increase in attendance at both events.

## Community Development

Despite the sluggish economic conditions locally and throughout the nation, building

and development activity in Redding continued to outpace historical averages. Both planning and building activity in 1992 maintained about the same level as 1991. Population growth within the city also continued to grow steadily, with approximately 4 percent more people choosing Redding as their home than the year before. While this growth is a vital part of our local economy, planning for it and managing it is one of the important services provided by the City of Redding.

Redding's Department of Planning and Community Development is charged with helping to shape our community as it grows. The department is comprised of four major areas: planning, building regulation, housing and redevelopment.

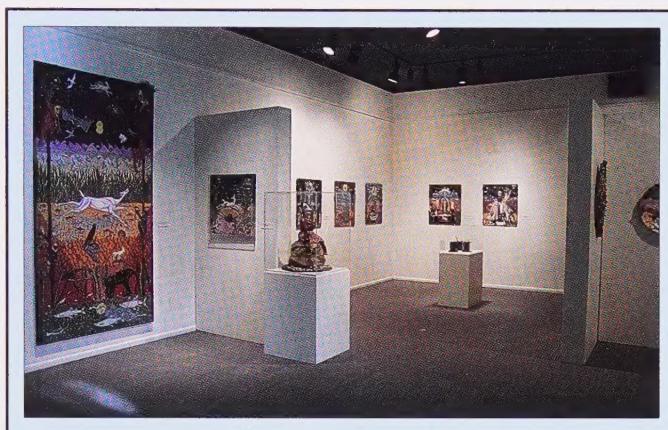
Funding for the Department of Planning and Community Development comes from a variety of sources, including the City General Fund, the Redding Redevelopment Agency and a variety of Federal and State sources. The local and State budget problems resulted in cutbacks in all areas of the Community Development Department. The General Fund portion of the department was reduced from \$3.4 million in the 1991-92 fiscal year to \$2.7 million this year.

During 1992 the department produced Redding's first-ever Community Gift Catalogue. The 16-page catalogue is filled with ideas for community giving by service clubs, organizations or individuals.

Individual citizens. It is hoped that the publication will be used to get more people involved in the process of community improvement through the donation of time and resources. The catalogue was mailed to more than 80 service clubs and organizations and several positive responses have already been received.

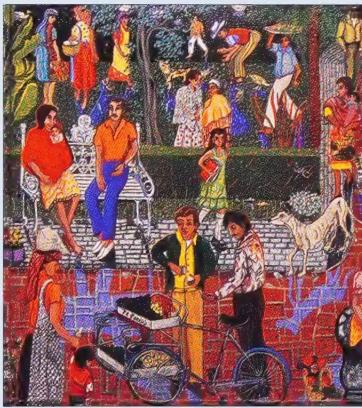
Working to ensure that development within the Redding city limits occurs in an orderly fashion, the Planning Division continued to work at a brisk pace during the past year. In fact, by the end of the year the division had processed approximately 1,000 planning

applications of one type or another. This amount of activity puts the year about equal with last year and just 10 percent below the record-setting



Redding Museum of Art & History offers many quality exhibits such as this Maria Alquilar mixed media exhibit held in August of 1992.

(City of Redding photos)



# Delivering quality services

planning activity level in 1990.

Several important projects were completed by the Planning Division during the past year, including major updates to the City's General Plan. During 1992 the City Council adopted a revised Housing Element and Land Use Element to the General Plan. These documents, though unfamiliar to many, are required by State law and are vital parts of the City's long-term planning effort. The City also implemented its new Tree Preservation Ordinance during the year, which should help protect Redding's outstanding natural beauty as the community grows.

Also during 1992, the City completed the third building in the popular Non-Profit Office Park, located just west of Lake Redding Park off Benton Drive. The newest building provides low-cost office space to the American Red Cross, Big Brother — Big Sister, and the new Grant Resource Center. The Non-Profit Office Park has been developed by the City with the assistance of funding from the philanthropic McConnell Foundation.

Construction activity remained fairly constant in Redding during 1992, with the Building Division issuing permits for approximately \$100 million in new construction. This figure is about equal to that of 1991 and is among the top five years for building valuation in the City's history.

The Building Division devoted a great deal of effort during the past year to prepare the City to meet the substantial new requirements mandated by the recently passed Americans With Disabilities Act (ADA). During the past 12 months an extensive survey of all City facilities was taken to evaluate the steps necessary for compliance with ADA. During the next year a transition plan will be developed that will assist the City in making the necessary improvements by the 1995 effective date of the law. Meeting these multi-million dollar requirements by the deadline, however, will probably be impossible without an unforeseen source of funding.

The City of Redding Housing Authority operates a number of well-utilized programs to help provide affordable housing for low-

moderate-income residents. Two new programs implemented during the past year are the Family Self-Sufficiency Program, designed to help get low-income families free of the need for public assistance; and a program to help the frail elderly. There also are ongoing programs that provide funding for the rehabilitation of homes that are utilized by people in the target income group, provide assistance for first-time home buyers, and provide rental assistance to qualified families. Funding for the programs comes from Federal and State grants and the Redding Redevelopment Agency.

There are two redevelopment areas within the

Redding city limits, which are managed by the Redding Redevelopment

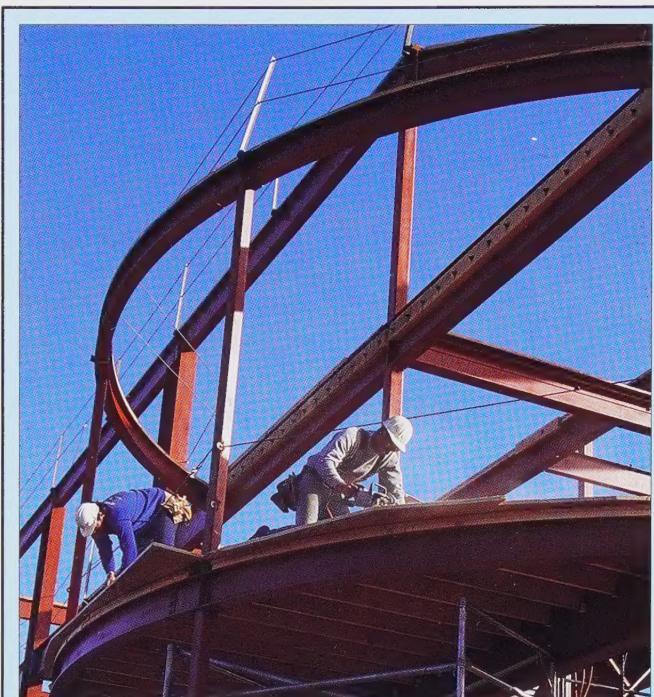
Agency: the 2,592-acre Market Street Redevelopment Project and the 2,050-acre Canby-Hilltop-Cypress Redevelopment Project. The purpose of redevelopment is to revitalize blighted areas of the community through new development. Funding for the projects comes from growth in the areas' property tax base due to rising property values. The Redevelopment Agency is planning to sell \$8.4 million in bonds for use in future projects, many of which are transportation-related.

## Airports

Recognizing that strong air transportation links with other cities, states and countries are necessities in today's world, the City of Redding operates two

airports that serve vital needs in the community. Redding Municipal Airport is the region's primary commercial airport for far Northern California, while Redding's Benton Airport is a modern, well-utilized airfield that primarily meets the needs of the general aviation community along with air ambulances and law enforcement flight operations. Both airports are operated as Enterprise Fund activities that are designed to pay for themselves through various user fees and Federal funding sources.

As the primary airport serving commercial aviation in California north of Sacramento, Redding Municipal is a vital transportation link for both business and pleasure travelers. The



Building activity continued to be brisk when compared to historical norms. This large office complex was under construction on Park Marina Drive at year's end.

(City of Redding photo)

# Delivering quality services

airport's 1992-93 budget of \$2.4 million is more than 90 percent paid through State and Federal funding and user fees, with the remaining shortfall being made up by the City's General Fund. Recent actions such as the construction of a paid parking area and the current development of an industrial and business park on airport property are designed to reduce and, eventually, eliminate the subsidy from the General Fund.

The controlled parking system was begun in September by a private contractor. Paid parking is a time-proven method of collecting user fees from those who utilize public airports, while at the same time offering increased regulation and security. Redding Municipal Airport will receive a minimum of \$40,000 this year for operation and maintenance needs through the parking program.

A Federal Economic Development Administration grant of \$1.2 million provided the seed money to develop the Redding Municipal Airport Business and Industrial Park. The project, which includes some 19 parcels on 43 acres is under construction. When complete, the parcels will be leased at fair market rates to businesses wishing to locate adjacent to the airport. The revenue generated through the park will be utilized for the operation of Redding Municipal Airport.

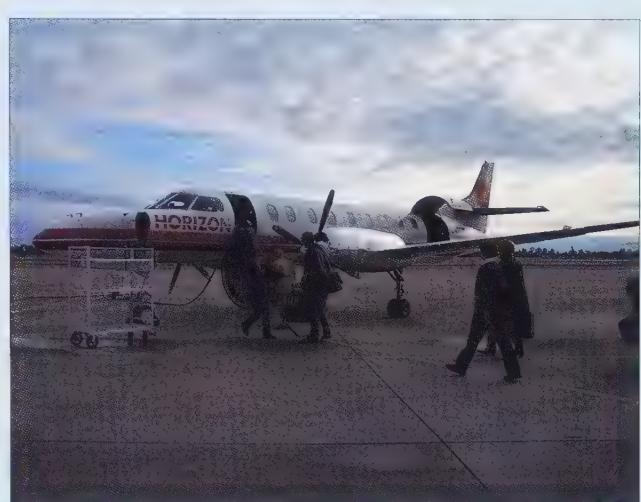
A dramatic improvement in commercial air service was seen during the past year when Horizon Air, a subsidiary of Alaska Airlines, joined American Eagle and United Express in offering scheduled airline service at the airport. Horizon's four one-stop flights daily to Portland give travelers greatly improved service to the Pacific Northwest. Among the three air carriers passengers departing from Redding have a choice of more than 20 flights each day. Overall, airport activity is growing rapidly as passenger enplanements were about 11 percent ahead of 1991.

During the past year Redding Municipal Airport received a rare grant of Federal discretionary funds from the Federal Aviation Administration of nearly \$2 million. The grant, which is above and beyond the airport's normal FAA entitlement money, is being used for the purchase of several key

parcels of land adjacent to the airport, the construction of a full-length taxiway parallel to the main runway, and the purchase of a modular dormitory complex for the on-airport fire station. The taxiway extension and the modular building were near completion at year's end, and the land acquisition is under way. In addition, a new taxiway for the corporate hangar area was completed and construction of two new corporate hangars has begun.

During the next year, construction of a new 10-unit hangar facility for twin-engine aircraft is planned at Redding Municipal Airport. A second full-service Fixed Base Operator, Redding Aero Enterprises, also is expected to commence full operation.

Activity at Benton Airport also was brisk during the past year. One major achievement was made when the airport was categorized by the FAA as a "reliever" airport and included into the National Plan of Integrated Airport Systems. This qualified Benton to receive federal funding from a variety of sources that will assist with the improvement, operation and maintenance of Benton Airport. The first major project to utilize this new Federal funding is a 400-foot safety overrun at the south end of the 2,400-foot runway. Engineering design of the project is complete and it will be constructed in conjunction with the capping of the adjacent Benton Landfill in 1994. The City also is working with the State to construct a



A third commercial airline, Horizon Airlines (a subsidiary of Alaska Airlines), began service to Redding Municipal Airport during November 1992. Horizon, which offers service north to Portland, joins United Express and American Eagle in serving Redding travelers. Overall, passenger counts for the airport were up about 11 percent during the past year.

(City of Redding photo)

California Highway Patrol regional flight center at Benton.

## Electric Utility

Rapid growth, California's continuing drought and increasing environmental legislation combined to make 1992 a challenging year for the City's Electric Utility, the largest of Redding's Enterprise Fund activities. With an annual budget of \$51.3 million, the utility serves nearly 35,000 homes and businesses in the city with low-cost electric power. Although City rates must rise to keep up with the rising cost of providing the power, the rates have been rising at a pace much lower than most other California utilities.

# Delivering quality services

When compared with Pacific Gas & Electric Co., which serves most of the areas surrounding Redding, City rates are about 40 percent lower.

During recent years, mostly due to growth in demand, the utility has shifted its focus from simply being a distributor of electricity to being a producer as well. Much of the major activity within the utility during the past couple of years has been in the area of the acquisition of additional electrical generation capacity. Currently, the City's power comes from two major sources: the Federal Western Area Power Administration (WAPA) provides up to 116 megawatts (million watts) of power, while Pacific Gas & Electric Co. provides amounts over the WAPA allotment. During 1992 the City's peak usage day required 180.8 megawatts of power. Although the WAPA power is sold to the City at relatively low rates, PG&E power is much more expensive and is a major contributor to overall costs. By developing other power resources, the Electric Utility plans to reduce dependence upon PG&E, thus helping to control power costs.

The two largest resource projects the Electric Utility is involved with locally are natural gas-powered generation facilities to be operated on a site in southwest Redding on Clear Creek Road. In 1991 the City purchased the site along with the Redding Power Plant, which was a privately operated sawmill/co-generation facility. The generator is currently being modified to burn natural gas, a stable and economical fuel source. The conversion should be completed by late 1993, at which time the facility will be capable of producing about 30 megawatts (30 million watts) of electric power for City customers. In addition, the City has contracted with Independent Power Technologies to construct a natural gas-fired turbine generator project that will be capable of producing more than 60 megawatts of additional power. The project currently is being reviewed by the California Energy Commission. Together, these two projects will significantly decrease the City's dependence on purchasing power from outside sources, helping to control costs and reduce the amount of future rate increases. Although the projects will require a total investment of about

\$60 million, they are projected to save City ratepayers more than \$50 million, after debt service, during their first 10 years of operation.

In addition to electric generation projects, the City has been making plans for the purchase of additional power from outside sources that offer competitive rates. For instance, the City is a partner in a 500-kilovolt transmission line between Oregon and central California. When complete, the California-Oregon Transmission Project (COTP) line will be capable of carrying 1,600 megawatts of power between California and the Pacific Northwest. Redding owns a 95-megawatt share in the project and already has negotiated for the purchase of up to 22.5 megawatts from the Bonneville Power Agency through participation in the Modesto-Santa Clara-Redding (M-S-R) Joint Power Agency. Negotiation for additional power from the Pacific Northwest is under way. The COTP is expected to be complete early in 1993.

Together with the purchase and/or production of electric power, the Electric Utility must provide reliable distribution to its customers. Additions, improvements and maintenance of the distribution system is continually being done to keep up with system growth and eliminate deficiencies in the system. During the past year, the utility completed the construction of an additional \$1.3-million transformer at the Canby Substation to increase capacity

and reliability of the distribution system in northwest Redding.

## Water/Wastewater Utilities

The City of Redding Public Works Department operates both the \$5.6-million Water Utility and the \$8-million Wastewater Utility. The Water Utility is charged with the responsibility of providing City customers with high quality water at a reasonable cost. The Wastewater Utility collects, treats and disposes of sewage that is produced by those same customers.

Redding is fortunate to have a plentiful and diverse supply of water to meet the needs of the



The control room at the Redding Power Plant should be active this year as the 30-megawatt electric generation facility should begin operation for City of Redding customers by the end of 1993. The plant, along with some additional generation equipment planned for the Clear Creek Road site, will substantially reduce Redding's dependence on outside sources.

(City of Redding photo)

# Delivering quality services

community. Even during droughts, such as the one that gripped California through 1992, Redding was able to meet its customers' demands without resorting to rationing or mandatory conservation measures. The majority of the water delivered by the City of Redding comes from the Sacramento River, while the rest is taken from a network of groundwater wells. During 1992 the City took approximately 65 percent of its raw water from its pumping plant on the Sacramento River. The other 35 percent came from wells in the Enterprise and Cascade areas of the city.

Water quality is of primary importance to the Water Utility, both for our customers' safety and satisfaction. In addition to the normal stringent testing procedures routinely performed, during the past year water districts throughout the country were required to perform an additional testing program for lead and copper contamination in drinking water. Redding's water not only met the existing standards, but met the proposed standards that are up to five times more strict. In short, Redding's water is of exceptional quality by all standards of measurement.

In a growing community, planning ahead to meet the needs of the future is an important responsibility of the Water Utility. One major growth-related project is about to make the move from the drawing board to reality. The Buckeye Water Treatment Plant is in the final stage of design and construction is expected to begin this

spring. The plant, which will be built on a site northwest of Redding on Benson Drive, will be capable of treating 7 million gallons of water a day when built and has a 28-million gallon-per-day ultimate capacity. The \$11.6-million project will provide water for the northern parts of the city, particularly in the Buckeye area.

Along with building new facilities for the future, keeping up with maintenance of existing facilities is an ongoing process. During the past year, for instance, the City has begun a program of replacing polybutylene pipes that were used for water service connections during the late 1970s and early 1980s. The pipes, due to a manufacturing defect, grow brittle with age and begin failing. About 4,500 residential water

connections were made with the faulty pipe and the City has replaced about 20 percent so far with copper pipe. The replacement program is expected to take four years to complete at a cost of about \$2.5 million. The City is currently exploring legal options in order to recoup these funds from the manufacturers of the defective pipe.

The City's Wastewater Utility during the past couple of years has made tremendous strides in preparing for Redding's future. The construction of a new wastewater treatment plant, together with the installation of sewer trunk lines in the Clover Creek drainage area on the east side of the city, has prepared that area for the growth that is occurring even now.

The Stillwater Wastewater Treatment Facility began operation in January 1992. After start-up, the \$16-million plant was officially dedicated in April. Constructed on a site along the Sacramento River south of Redding Municipal Airport, the plant is capable of treating 4 million gallons of sewage a day to meet strict Federal and State standards. Ultimately, the plant can be expanded to have a 19.6-million-gallon-per-day capacity. The plant is connected to the Clover Creek Sewer Trunk Line that carries sewage from Redding's rapidly developing eastern side. Also, up to 2 million gallons of sewage a day is being diverted through the Churn Creek Lift Station from the Clear Creek Wastewater Treatment

Facility, which will allow the expansion of that plant to be delayed about 10 years. Together the new plant, trunk line and lift station required an investment of about \$28 million.

## Solid Waste Utility

Population growth and rapidly changing environmental regulations have combined to present a number of significant challenges to the City of Redding Solid Waste Utility during the past few years. Through the use of new technology and cooperation with Shasta

County, the Solid Waste Utility has continued to offer the community excellent solid waste disposal options at a reasonable cost. During 1992 several



The City's Water Utility can replace failing plastic water pipes with flexible copper without having to dig up the existing pipeline. The utility has a 5-year program to replace the pipe.

(Redding Record Searchlight photo)

# Delivering quality services

improvements were made in the area of recycling that will help the City reduce its overall waste stream. This reduction is necessary if the City of Redding is going to meet strict recycling mandates made by the State in 1990 that require all local areas to reduce their waste going into the landfill 25 percent by 1995 and 50 percent by the year 2000.

All residential solid waste customers were offered the new weekly yard waste service, the Green Waste Program, beginning in April 1992. The pick-up, which is designed for such items as grass clippings, leaves, small branches and weeds, is made on the regular garbage collection day. The program has been extremely popular, with more than half of all households using the program and about 100 tons a month diverted from the landfill. The yard waste material is taken to the City's composting facility near the Benton Temporary Transfer Station to be turned into wood chips or a useful soil conditioner. By recycling this organic waste, the City is also able to avoid the fees that are charged for burying the material in the landfill. When the City's Street Division cancelled its curbside leaf vacuuming program in November due to General Fund budget cuts, the Solid Waste Utility helped fill the void by improving the Green Waste Program by allowing unlimited pick-up and the use of plastic garbage bags for containers.

Also last spring, the City began its second curbside recycling pilot project. Along with the pilot three-bin program that has been serving about 2,500 households for the past two years, the Solid Waste Utility added its Blue Bag Recycling Program that is offered to about 4,000 residences. Between the two programs, curbside recycling currently is offered to approximately 20 percent of Redding's customers. The City is evaluating the two programs to determine which is the most cost-effective before a decision is made during 1993 on city-wide implementation.

The cooperative venture between the City of Redding and Shasta County on the West Central Landfill continues to benefit both agencies. Under the agreement, the County-owned landfill is operated by the City of Redding. Tipping fees at the state-of-

the-art landfill continue to be far below the average in California. The City currently is working on a closure plan for the old Benton Landfill. The current estimate for closing the landfill to strict State standards is \$5.7 million and it is expected that construction of the highly impermeable cap will take place in 1994.

Another successful project, the conversion of the Solid Waste Division collection system to mechanical loaders both for commercial and residential containers, is estimated to have saved City customers more than \$1 million over the past seven years.

## Customer Service

All four of the City of Redding's utilities — electric, water, wastewater and solid waste — are served by a central Customer Service Department. The department is responsible for most customer-related services for the utilities, such as setting up new accounts, billing, collection and canceling service.

During the past year the Customer Service Department has made several changes that will improve its service and increase efficiency. These improvements ranged from the standardization of address files and lowering postage costs, to the redesigning of meter reading routes, to the stepping up of efforts to detect, prosecute and recover costs in cases of utility theft through a new Revenue Protection

Program. During the first three months of the new aggressive Revenue Protection Program, the department identified 11 incidents of utility theft and are working to collect the \$5,000 that would have been lost.

A new pilot project known as Powerstat may begin in 1993. Under the program certain electric customers would receive an electronic energy meter in their home which would track energy usage and use pre-purchased magnetic cards to maintain the flow of electric power to the home. If adopted after the pilot project, Powerstat units could be used in specific

applications to reduce costs to the utility for such things as non-payment of bills, disconnection and re-connection of services.



The Solid Waste Utility uses developmentally disabled workers from the county Opportunity Center to sort recyclables collected in the pilot Blue Bag Recycling Program.

(City of Redding photos)

## Looking toward the future

Although the economic condition of the state and nation were still somewhat uncertain at the end of 1992, there are signs that the recession is ending and the economy is beginning to grow again. National indicators such as the unemployment rate and the gross domestic product (GDP) seem to show that the economy has bottomed out and is improving. Locally, better-than-expected taxable sales during the first half of the 1992-93 fiscal year also seem to demonstrate economic improvement, although some other indicators have still been somewhat mixed. The long-term future for the City of Redding, on the other hand, is bright. The natural beauty of the community, the quality of its people and educational institutions, and its location at the very hub of far Northern California help ensure prosperous times ahead.

The City of Redding is very much involved in working to bring prosperity to the area. One important aspect of this work is in the area of economic development. The City of Redding, through its marketing contract with the Shasta County Economic Development Corporation (EDC), is working diligently to bring clean industry and business into the area. The recent announcement of a fiberglass manufacturing firm moving from the Bay area into an industrial park just north of Redding is a success story for the efforts of the EDC. The construction of a new wastewater treatment plant,

the Redding Municipal Airport Business and Industrial Park, and the relatively low rates charged for City utilities — all mentioned earlier in this report — also are indicative of the efforts made by the City of Redding in the area of long-term economic development. The City also supports the Superior California Development Corporation and is a major participant in the Shasta Metro Enterprise Zone project with the City of Anderson, Shasta County, and the EDC.

Two major construction projects that are expected to get under way in Redding this year will contribute to the economic health of the area.

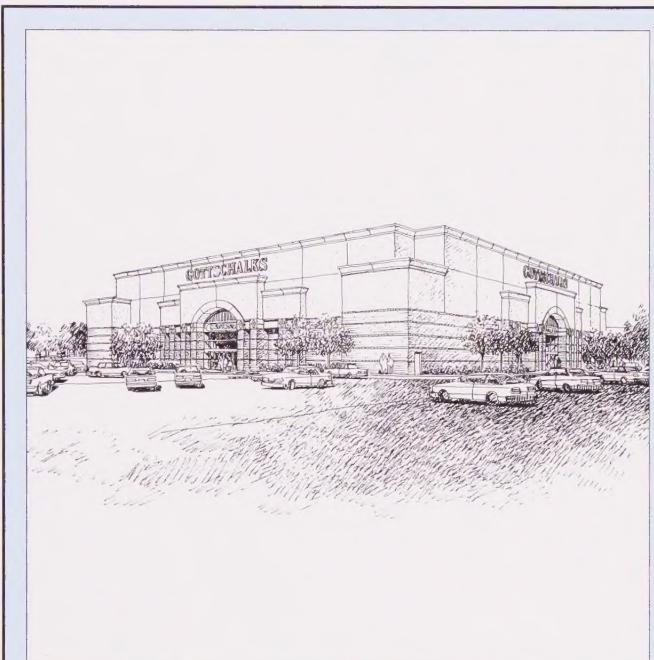
Redding Medical Center is currently finalizing plans for a \$30- to \$40-million expansion project that will nearly double the size of the hospital. In addition, a two-story 100,000-square-foot Gottschalks department store is planned to be constructed at the Mt. Shasta Mall. Along with the new store, nine smaller retail spaces are being created within the mall.

The City of Redding is also continuing with plans for several major projects, including a new corporation yard that is planned to be built on a site off Viking Way in northeastern Redding. The new yard, which will replace the one the City has long outgrown on Parkview

Avenue, could be ready to build this spring if funding is available. That project, along with the Buckeye Water Treatment Plant, is in the final design stage and could be funded by Federal grant money if the new White House administration puts its proposed economic recovery package into motion.

The above-mentioned efforts are just a small portion of the City's efforts with regard to providing job growth and economic stability to our community. By working cooperatively with our neighbors and stimulating the economy through various economic development efforts, the City is helping to

shape a bright future for Redding and all of Shasta County.



Gottschalk's department store has plans to build a two-story store at Redding's Mt. Shasta Mall during 1993. The preliminary plans have been approved by the City and construction should get under way soon.



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# Directory of services

CITY OF REDDING, 760 Parkview Avenue		PERSONNEL DEPARTMENT	
EMERGENCIES: Police, Fire, Medical	911	Director Jim Bristow	225-4065
After Hours Requests for Service	225-4000	Employment Information (Recording)	225-4069
Services and Departments Not Listed	225-4000		
AIRPORTS DEPARTMENT (Redding Municipal & Benton)		PLANNING & COMMUNITY DEVELOPMENT DEPARTMENT	
Director Doyle Ruff	224-4321	Director Phillip A. Perry	225-4020
Flight, General & Airshow Information	225-4124	Address Information	225-4033
BUILDING DIVISION		POLICE DEPARTMENT, 1313 California Street	
Inspection Requests	225-4017	Emergencies/TTY Hearing Impaired	911
Permits	225-4013	Chief Robert P. Blankenship	225-4211
CITY ATTORNEY'S OFFICE		Business Office	225-4200
City Attorney Randall A. Hays	225-4050	Crime Prevention	225-4290
CITY CLERK'S OFFICE		Investigations, 1530 California Street	225-4214
City Clerk Connie Strohmayer	225-4055	Neighborhood Watch, 955 Hartnell Avenue	224-4342
Business Licenses	225-4056		
Dog Licenses	225-4057		
CITY COUNCIL	225-4447	PUBLIC INFORMATION OFFICE	225-4270
CITY MANAGER'S OFFICE		PUBLIC WORKS DEPARTMENT	
City Manager Robert M. Christofferson	225-4060	Director Robert W. Galusha	225-4170
Assistant City Manager Samuel S. McMurry	225-4064	Engineering	225-4171
CITY TREASURER'S OFFICE		Inspections	225-4505
City Treasurer Peggie Linville	225-4160	Maintenance and Operation	
COMMUNITY SERVICES DEPARTMENT		After Hours Emergencies	225-4000
Director John Gorman	225-4100	Streets and Drainage	225-4110
Carter House Science Museum, Caldwell Park	225-4125	Sewers	225-4111
Community Access Television (Channel 28)	225-4425	Traffic	225-4170
Convention Center, 700 Auditorium Drive	225-4130	Water Distribution	225-4112
Convention & Visitor's Bureau, 777 Auditorium	225-4100	Water Quality	225-4192
Redding Museum of Art & History, Caldwell Park	225-4155		
ECONOMIC DEVELOPMENT ASSISTANCE	225-4064	PURCHASING (Bids, Quotes, Sales & Surplus)	225-4135
ELECTRIC UTILITY, 2556 Heather Lane		RECREATION AND PARKS DEPARTMENT	
Director Sam Lindley	224-4300	Director Tom Riley	225-4095
Billing Inquiries	225-4010		
Emergencies	224-4300	RECYCLING/LITTER ABATEMENT	225-4420
FINANCE DEPARTMENT			
Director Linda Downing	225-4079	REDDING AREA BUS AUTHORITY (RABA)	
FIRE DEPARTMENT, 1050 Parkview Avenue		The Ride (Schedule Information)	241-2877
Emergencies/TTY Hearing Impaired	911	Dial-A-Ride	241-8295
Chief Paul Bailey	225-4141		
Fire Prevention/Burn Permits	225-4150	REDDING REDEVELOPMENT AGENCY	225-4044
GARBAGE AND REFUSE DISPOSAL	225-4162	UTILITIES - CUSTOMER SERVICES, 1550 California Street	
GENERAL SERVICES DEPARTMENT		Director Rita Vokal	225-4489
Director Ron Masingale	225-4462	After Hours Emergencies	225-4000
INFORMATION SYSTEMS DEPARTMENT		Billing Inquiries, Credit/Collection	225-4010
Director Joe Kelley	225-4070	New Service/Account Changes	225-4010

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